

MOR-1

UNITED STATES BANKRUPTCY COURT

CASE NAME: Rita's Restaurant Corp.  
CASE NUMBER: 16-52272  
PROPOSED PLAN DATE:

PETITION DATE: 10/04/16  
DISTRICT OF TEXAS: Western  
DIVISION:

MONTHLY OPERATING REPORT SUMMARY FOR MONTH

YEAR 2016

MONTH	11/2/16				
REVENUES (MOR-6)	2,106,747	0	0	0	0
INCOME BEFORE INT, DEPREC, TAX (MOR-6)	-126,905	0	0	0	0
NET INCOME (LOSS) (MOR-6)	-157,084	0	0	0	0
PAYMENTS TO INSIDERS (MOR-9)	71,017	0	0	0	0
PAYMENTS TO PROFESSIONALS (MOR-9)	0	0	0	0	0
TOTAL DISBURSEMENTS (MOR-8)	2,729,278	0	0	0	0

\*\*\*The original of this document must be filed with the United States Bankruptcy Court and a copy must be sent to the United States Trustee\*\*\*

REQUIRED INSURANCE MAINTAINED  
AS OF SIGNATURE DATE

	EXP. DATE
CASUALTY	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO 04/01/17
LIABILITY	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO 04/01/17
VEHICLE	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO 04/01/17
WORKERS	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO 04/01/17
OTHER	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO 06/30/17
Ohio Workers' Compensation	

Are all accounts receivable being collected within terms? ☒ Yes ☐ No  
Are all post-petition liabilities, including taxes, being paid within terms? ☒ Yes ☐ No  
Have all tax returns and other required government filings been timely paid? ☒ Yes ☐ No  
Have any pre-petition liabilities been paid? ☒ Yes ☐ No  
If so, describe Court Approved Critical Vendor Payments, and PACA Claims  
Are all funds received being deposited into Debtor in Possession bank accounts? ☒ Yes ☐ No  
Were any assets disposed of outside the normal course of business? ☒ Yes ☐ No  
If so, describe  
Are all U.S. Trustee Quarterly Fee Payments current? ☒ Yes ☐ No  
What is the status of your Plan of Reorganization? In Process

ATTORNEY NAME: David Parham  
FIRM NAME: Akerman LLP  
ADDRESS: 2001 Ross Avenue  
Suite 2550  
CITY, STATE, ZIP: Dallas, TX 75201  
TELEPHONE/FAX: 214-720-4300

INITIALS  
DATE  
UST USE ONLY

I certify under penalty of perjury that the following complete Monthly Operating Report (MOR), consisting of MOR-1 through MOR-9 plus attachments, is true and correct.  
SIGNED X *Walter B. Jarden* (ORIGINAL SIGNATURE) TITLE: *DIRECTOR OF ACCOUNTING*  
(PRINT NAME OF SIGNATORY) DATE: *11-23-16* Revised 11/08/05

CASE NAME: Rita's Restaurant Corp.  
CASE NUMBER: 16-52272

### COMPARATIVE BALANCE SHEETS

ASSETS	FILING DATE*	MONTH	MONTH	MONTH	MONTH	MONTH	MONTH
	10/4/16	11/2/16					
<b>CURRENT ASSETS</b>							
Cash	259,707	703,229					
Accounts Receivable, Net (Note 1)	380,772	89,781					
Inventory: Lower of Cost or Market	371,455	251,912					
Prepaid Expenses	0	7,500					
Investments	0	0					
Other	0	0					
<b>TOTAL CURRENT ASSETS</b>	<b>1,011,934</b>	<b>1,052,422</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
PROPERTY, PLANT & EQUIP. @ COST	6,021,869	5,412,110					
Less Accumulated Depreciation	5,098,859	4,514,979					
<b>NET BOOK VALUE OF PP &amp; E</b>	<b>923,010</b>	<b>897,131</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OTHER ASSETS</b>							
1. Tax Deposits	0	0					
2. Investments in Subsidiaries	0	0					
3. Electric Deposit	0	0					
4. Other Assets	124,742	151,749					
<b>TOTAL ASSETS</b>	<b>2,059,686</b>	<b>2,101,302</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\*The filing deadline for Schedules and Statement of Affairs has been extended to December 15, 2016.

MOR-2

Revised 11/08/05

CASE NAME: Rita's Restaurant Corp.  
CASE NUMBER: 16-52272

### COMPARATIVE BALANCE SHEETS

LIABILITIES & OWNER'S EQUITY	FILING DATE*	MONTH	MONTH	MONTH	MONTH	MONTH	MONTH	MONTH
	10/4/16	11/2/16						
<b>LIABILITIES</b>								
POST-PETITION LIABILITIES(MOR-4)	0	1,102,003		0		0		0
PRE-PETITION LIABILITIES								
Notes Payable - Secured	0							
Priority Debt	648,444	411,363						
Federal Income Tax	0							
FICA/Withholding	0							
Unsecured Debt	2,215,736	1,895,287						
Other	2,042,359	1,696,586						
TOTAL PRE-PETITION LIABILITIES	4,906,539	4,003,236		0	0	0	0	0
TOTAL LIABILITIES	4,906,539	5,105,239		0	0	0	0	0
<b>OWNER'S EQUITY (DEFICIT)</b>								
PREFERRED STOCK	0	0						
COMMON STOCK	1	1						
ADDITIONAL PAID-IN CAPITAL	17,488,012	17,488,012						
MEMBERS' EQUITY: Filing Date	-20,334,866	-20,334,866		0	0	0	0	0
MEMBERS' EQUITY: Post Filing Date	0	-157,084		0	0	0	0	0
TOTAL OWNER'S EQUITY (NET WORTH)	-2,846,853	-3,003,937		0	0	0	0	0
<b>TOTAL LIABILITIES &amp; OWNER'S EQUITY</b>	2,059,686	2,101,302		0	0	0	0	0

\*The filing deadline for Schedules and Statement of Affairs has been extended to December 15, 2016.

MOR-3

Revised 11/08/05



CASE NAME: Rita's Restaurant Corp.  
CASE NUMBER: 16-52272

### SCHEDULE OF POST-PETITION LIABILITIES

	MONTH 11/2/16	MONTH	MONTH	MONTH	MONTH	MONTH
TRADE ACCOUNTS PAYABLE	178,016	0	0	0	0	0
TAX PAYABLE						
Federal Payroll Taxes	0					
State Payroll Taxes	0					
Ad Valorem Taxes	4,994					
Other Taxes	153,993					
TOTAL TAXES PAYABLE	158,987	0	0	0	0	0
SECURED DEBT POST-PETITION	0					
ACCRUED INTEREST PAYABLE	0					
ACCRUED PROFESSIONAL FEES*	15,000					
OTHER ACCRUED LIABILITIES						
1. Workers' Comp	0	0	0	0	0	0
2. DIP Loan	750,000					
3.						
TOTAL POST-PETITION LIABILITIES (MOR-3)	1,102,003	0	0	0	0	0

\*Payment requires Court Approval

MOR-4

Revised 11/08/05

CASE NAME: Rita's Restaurant Corp.  
CASE NUMBER: 16-52272

AGING OF POST-PETITION LIABILITIES  
MONTH OF 11/02/16

DAYS	TOTAL	TRADE ACCOUNTS	FEDERAL TAXES	STATE TAXES	AD VALOREM, OTHER TAXES	PROFESSIONAL FEES
0-30	352,003	178,016	0	153,993	4,994	15,000
31-60	0					
61-90	0					
91+	0					
TOTAL	352,003	178,016	0	153,993	4,994	15,000

AGING OF ACCOUNTS RECEIVABLE

MONTH	Total	A/R Credit Card/ Other				
0-30 DAYS	89,781	89,781				
31-60 DAYS	0	0				
61-90 DAYS	0	0				
91+ DAYS	0	0				
TOTAL	89,781	89,781	0	0	0	0

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Revised 11/08/05

CASE NAME: Rita's Restaurant Corp.  
CASE NUMBER: 16-52272

STATEMENT OF INCOME (LOSS)

	MONTH 11/2/16	MONTH	MONTH	MONTH	MONTH	MONTH	MONTH	MONTH	FILING TO DATE
REVENUES (MOR-1)	2,106,747								2,106,747
TOTAL COST OF REVENUES	1,476,863								1,476,863
GROSS PROFIT	629,884								629,884
OPERATING EXPENSES:									
Selling & Marketing	40,251								40,251
General & Administrative	600,480								600,480
Insiders Compensation	101,058								101,058
Professional Fees	15,000								15,000
Other									0
Other									0
TOTAL OPERATING EXPENSES	756,789								756,789
INCOME BEFORE INT. DEPR/TAX (MOR-1)	-126,905								-126,905
INTEREST EXPENSE									0
DEPRECIATION	14,929								14,929
OTHER (INCOME) EXPENSE* (Note 1)	15,250								15,250
OTHER ITEMS**									0
TOTAL INT. DEPR. & OTHER ITEMS	30,179								30,179
NET INCOME BEFORE TAXES	-157,084								-157,084
FEDERAL INCOME TAXES									0
NET INCOME (LOSS) (MOR-1)	-157,084								-157,084

Accrual Accounting Required. Otherwise Footnote with Explanation.

\* Amount includes Bankruptcy-Professional Fees

\*\* Amount includes Non-recurring Expenses

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Revised 11/05/05

Note 1 - Closed store write offs and disposals



CASE NAME: Rita's Restaurant Corp.  
CASE NUMBER: 16-52272

CASH RECEIPTS AND DISBURSEMENTS		MONTH	MONTH	MONTH	MONTH	MONTH	MONTH	MONTH	FILING TO DATE
1. CASH-BEGINNING OF MONTH		11/2/16							\$259,707
RECEIPTS:									
2. CASH SALES		2,306,883							2,306,883
3. COLLECTION OF ACCOUNTS RECEIVABLE									0
4. LOANS & ADVANCES (attach list) DIP Loan		750,000							750,000
5. SALE OF ASSETS									0
6. OTHER		115,917							115,917
TOTAL RECEIPTS**		3,172,800	0	0	0	0	0	0	3,172,800
(Withdrawal) Contribution by Individual Debtor MFR-2*									0
DISBURSEMENTS:									
7. NET PAYROLL		922,261							922,261
8. PAYROLL TAXES PAID		0							0
9. SALES, USE & OTHER TAXES PAID		437,133							437,133
10. SECURED/RENTAL/LEASES		179,434							179,434
11. UTILITIES & TELEPHONE		130,393							130,393
12. INSURANCE		22,123							22,123
13. INVENTORY PURCHASES		781,555							781,555
14. VEHICLE EXPENSES		0							0
15. TRAVEL & ENTERTAINMENT		0							0
16. REPAIRS, MAINTENANCE & SUPPLIES		145,865							145,865
17. ADMINISTRATIVE & SELLING		39,497							39,497
18. ADEQUATE PROTECTION PAYMENTS(S)		0							0
19. OTHER EMP SA Mgmt Fees		71,017							71,017
TOTAL DISBURSEMENTS FROM OPERATIONS		2,729,278	0	0	0	0	0	0	2,729,278
19. PROFESSIONAL FEES		0							0
20. U.S. TRUSTEE FEES		0							0
21. OTHER REORGANIZATION EXPENSES (attach list)		0							0
TOTAL DISBURSEMENTS**		2,729,278	0	0	0	0	0	0	2,729,278
22. NET CASH FLOW		443,522	0	0	0	0	0	0	443,522
23. CASH - END OF MONTH (MOR-2)		703,229	0	0	0	0	0	0	703,229

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\* Applies to Individual debtors only  
\*\*Numbers for the current month should balance (match)  
RECEIPTS and CHECKS/OTHER DISBURSEMENTS lines on MOR-8

CASE NAME: Ritas Restaurant Corp.  
CASE NUMBER: 16-52272

**CASH ACCOUNT RECONCILIATION**  
**MONTH OF** 11/02/16

BANK NAME	AB&T/Bank of America	#	#	Store Bank	
ACCOUNT NUMBER					
ACCOUNT TYPE	OPERATING	PAYROLL	TAX	OTHER FUNDS	TOTAL
BANK BALANCE	974,710			15,500	990,210
DEPOSITS IN TRANSIT	7,055				7,055
OUTSTANDING CHECKS	294,036				294,036
ADJUSTED BANK BALANCE	687,729	0		15,500	703,229
BEGINNING CASH - PER BOOKS	244,207			15,500	259,707
RECEIPTS*	3,172,800				3,172,800
TRANSFERS BETWEEN ACCOUNTS (WITHDRAWAL) OR CONTRIBUTION BY DEBTOR INDIVIDUAL					0
CHECKS/OTHER DISBURSEMENTS*	2,729,278				2,729,278
ENDING CASH - PER BOOKS	687,729	0		15,500	703,229

**MOR-8**

\*Numbers should balance (match) TOTAL RECEIPTS and  
TOTAL DISBURSEMENTS lines on MOR-7

Revised 11/08/05

<u>Bank Balance</u>	<u>Bank</u>	<u>Account Name</u>	<u>Account Number</u>		<u>Bank Balance</u>
Bank of America	Rita Concentration Account	334006941785		375,977	
Bank of America	Rita Disbursement Account	334006941835	ZBA	0	
Bank of America	Rita Payroll Account	334006941850	ZBA	0	
Bank of America	Rita Disbursement BWL	334006941843		1,702	
Bank of America	Don Pablo's Store Deposit Account	334006941942		32,374	
Bank of America	Don Pablo's Disbursement BWL	334006941918		4,846	
Bank of America	Don Pablo's Payroll Tax Account	334037156304	ZBA	0	
Bank of America	Hops Store Deposit	334006941892		38,291	
Bank of America	Hops Disbursement BWL	334006941876		2,491	
Bank of America	Hops Payroll Tax Account	334037156296	ZBA	0	
Bank of America	Hops Store Deposit Account	00000069889235		2,586	
JPMorgan Chase	Rita Store Deposit Account	1029006806		4,635	
PNC	Rita Concentration Account	9361138524	ZBA	511,807	
Arizona Bank & Trust	Rita Utility Account	9361138538		0	
Arizona Bank & Trust	Rita Merchant Account	9361138543	ZBA	0	
Arizona Bank & Trust	Rita Disbursement Account	9361138519	ZBA	0	
<b>Total</b>				<b>974,710</b>	



CASE NAME: Rita's Restaurant Corp.  
CASE NUMBER: 16-52272

## PAYMENTS TO INSIDERS AND PROFESSIONALS

Of the total disbursements shown for the month, list the amount paid to insiders (as defined in Section 101(3)(A)-(F) of the U.S. Bankruptcy Code) and the professionals. Also, for insiders, identify the type of compensation paid (e.g., salary, commission, bonus, etc.) (Attach additional pages as necessary).

INSIDERS: NAME/COMP TYPE	MONTH 11/2/16	MONTH	MONTH	MONTH	MONTH	MONTH	MONTH
1. FMP SA Management LLC/Mgmt Fees	71,017	0	0	0	0	0	0
2.							
3.							
4.							
5.							
6.							
TOTAL INSIDERS (MOR-1)	71,017	0	0	0	0	0	0

PROFESSIONALS	MONTH 11/2/16	MONTH	MONTH	MONTH	MONTH	MONTH	MONTH
1.	0	0	0	0	0	0	0
2.							
3.							
4.							
5.							
6.							
TOTAL PROFESSIONALS (MOR-1)	0	0	0	0	0	0	0

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Revised 11/08/05

Net Sales		2,106,747	100.00%	222,225	100.00%	1,884,521	100.00%	120,745	100.00%	113,245	100.00%	143,213	100.00%	136,955	100.00%	133,401	100.00%	188,642	100.00%	232,384	100.00%
Cost of Goods Sold																					
Food & Beverage	562,508	26.70%	71,783	32.30%	490,725	32.30%	28,427	23.54%	33,315	29.42%	27,409	19.14%	40,051	29.24%	31,019	23.25%	57,246	30.35%	65,289	28.10%	
Alcohol	95,483	28.40%	9,091	34.63%	86,392	34.63%	6,059	33.13%	4,594	30.66%	1,590	7.49%	4,236	27.22%	3,972	21.70%	7,196	23.09%	10,641	25.40%	
Total Cost of Goods Sold		657,990	31.23%	80,873	36.39%	577,117	36.39%	34,486	28.56%	37,909	33.48%	28,999	20.25%	44,287	32.34%	34,991	26.23%	64,442	34.16%	75,929	32.67%
Labor																					
Management	229,488	10.89%	25,234	11.36%	204,254	11.36%	13,276	10.99%	16,330	14.42%	24,134	16.85%	20,372	14.87%	17,849	13.38%	13,809	7.32%	17,655	7.60%	
Labor-FOH	146,359	6.95%	12,138	5.46%	134,222	5.46%	7,242	6.00%	7,109	6.28%	10,662	7.44%	8,584	6.27%	10,987	8.24%	28,916	15.33%	12,629	5.43%	
Labor-BOH	295,006	14.00%	38,488	17.32%	256,518	17.32%	17,015	14.09%	16,412	14.49%	19,106	13.34%	16,131	11.78%	15,172	11.37%	23,977	12.71%	33,742	14.52%	
Labor-OT	2,201	0.10%	458	0.21%	1,743	0.21%	266	0.22%	49	0.04%	31	0.02%	274	0.20%	208	0.16%	237	0.13%	461	0.20%	
Labor-Training	5,631	0.27%	0	0.00%	5,631	0.00%	141	0.12%	258	0.23%	91	0.06%	601	0.44%	522	0.39%	134	0.07%	1,560	0.67%	
Total Direct Labor		678,685	32.21%	76,318	34.34%	602,367	34.34%	37,939	31.42%	40,158	35.46%	54,023	37.72%	45,961	33.56%	44,738	33.54%	67,073	35.56%	66,047	28.42%
Vacation Pay	2,558	0.12%	0	0.00%	2,558	0.00%	0	0.00%	81	0.07%	0	0.00%	0	0.00%	1,040	0.78%	0	0.00%	0	0.00%	
Bonuses	10,043	0.48%	0	0.00%	10,043	0.00%	5,167	4.28%	1,278	1.13%	3,598	2.51%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	
Employee Benefits	7,136	0.34%	0	0.00%	7,136	0.00%	374	0.31%	948	0.84%	399	0.28%	599	0.44%	1,148	0.86%	748	0.40%	574	0.25%	
Workers Comp Expense	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	
Payroll Taxes	88,477	4.20%	8,234	3.71%	80,243	3.71%	4,982	4.13%	4,791	4.23%	6,125	4.28%	5,453	3.98%	5,673	4.25%	8,547	4.53%	11,021	4.74%	
Total Indirect Labor		108,214	5.14%	8,234	3.71%	99,980	3.71%	10,524	8.72%	7,098	6.27%	10,122	7.07%	6,052	4.42%	7,861	5.89%	9,296	4.93%	11,595	4.99%
Total Labor		786,899	37.35%	84,552	38.05%	702,347	38.05%	48,463	40.14%	47,256	41.73%	64,146	44.79%	52,013	37.98%	52,599	39.43%	76,369	40.48%	77,642	33.41%
EBITDA Margin		661,858	31.42%	56,800	25.56%	605,057	25.56%	37,796	31.30%	28,080	24.80%	50,068	34.96%	40,654	29.68%	45,811	34.34%	47,831	25.36%	78,813	33.92%
Controllable Expenses																					
Supplies	86,360	4.10%	8,877	3.99%	77,483	3.99%	3,727	3.09%	4,946	4.37%	4,101	2.86%	5,925	4.33%	8,181	6.13%	9,639	5.11%	10,473	4.51%	
Repair & Maint	12,498	0.59%	3,720	1.67%	8,778	1.67%	1,353	1.12%	529	0.47%	776	0.54%	728	0.53%	1,066	0.80%	751	0.40%	2,140	0.92%	
Utilities	141,733	6.73%	8,337	3.75%	133,396	3.75%	9,608	7.96%	10,042	8.87%	5,286	3.69%	8,221	6.00%	7,934	5.95%	9,690	5.14%	16,956	7.30%	
Uniforms/Laundry	6,812	0.32%	955	0.43%	5,857	0.43%	546	0.45%	340	0.30%	593	0.41%	478	0.35%	654	0.49%	181	0.10%	420	0.18%	
Contract Services	18,530	0.88%	1,820	0.82%	16,710	0.82%	1,387	1.15%	1,030	0.91%	2,013	1.41%	2,349	1.71%	1,656	1.24%	1,004	0.53%	1,493	0.64%	
Card/Gcard Fees	31,573	1.50%	3,239	1.46%	28,334	1.46%	1,706	1.41%	1,663	1.47%	2,328	1.63%	2,378	1.74%	2,014	1.51%	3,732	1.98%	2,707	1.16%	
Bank Charges	2,674	0.13%	206	0.09%	2,468	0.09%	206	0.17%	206	0.18%	206	0.15%	206	0.15%	206	0.15%	206	0.11%	206	0.09%	
Misc. Expenses	1,111	0.05%	0	0.00%	1,111	0.00%	6	0.00%	6	0.01%	6	0.00%	6	0.00%	443	0.33%	6	0.00%	155	0.07%	
Cash (Over)/Short	(7,387)	(0.35%)	15	0.01%	(7,402)	0.01%	(17)	(0.01%)	0	0.00%	10	0.01%	(8)	(0.01%)	(3,381)	(2.53%)	(1,659)	(0.88%)	(588)	(0.25%)	
Total Controllable Expense		293,903	13.95%	27,168	12.23%	266,735	12.23%	18,522	15.34%	18,762	16.57%	15,318	10.70%	20,282	14.81%	18,771	14.07%	22,049	11.69%	33,963	14.62%
Store Controllable Income		367,955	17.47%	29,633	13.33%	338,322	13.33%	19,274	15.96%	9,318	8.23%	34,750	24.26%	20,373	14.88%	27,039	20.27%	25,782	13.67%	44,850	19.30%
Store Non-Controllable Expenses																					
Licenses & Fees	10,487	0.50%	0	0.00%	10,487	0.00%	0	0.00%	1,517	1.34%	0	0.00%	0	0.00%	0	0.00%	8,970	4.76%	0	0.00%	
Shared Expenses	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	
Fuel Surcharges	170	0.01%	0	0.00%	170	0.00%	(8)	(0.01%)	0	0.00%	39	0.03%	0	0.00%	0	0.00%	76	0.04%	0	0.00%	
State Business Taxes	11,735	0.56%	0	0.00%	11,735	0.00%	(8)	(0.01%)	1,517	1.34%	411	0.29%	0	0.00%	0	0.00%	9,046	4.80%	0	0.00%	
Total Non-Controllable Exp		15,610	0.74%	110	0.05%	15,500	0.05%	1,218	1.01%	2,521	2.23%	411	0.29%	0	0.00%	0	0.00%	9,046	4.80%	0	0.00%
Advertising		40,251	1.91%	3,889	1.75%	36,362	1.75%	2,338	1.94%	2,257	1.99%	2,506	1.75%	2,668	1.95%	2,770	2.08%	4,152	2.20%	4,067	1.75%
Occupancy Expenses																					
Rent	147,651	7.01%	16,742	7.53%	130,909	7.53%	13,331	11.04%	7,658	6.76%	12,329	8.61%	9,583	7.00%	10,940	8.20%	14,607	7.74%	14,348	6.17%	
CAM Expense	11,882	0.56%	1,368	0.62%	10,514	0.62%	0	0.00%	0	0.00%	1,092	0.76%	0	0.00%	380	0.28%	597	0.26%	597	0.26%	
Property Taxes	42,756	2.03%	2,725	1.23%	40,031	1.23%	2,324	1.92%	4,297	3.79%	3,680	2.75%	2,318	2.13%	627	0.47%	4,136	2.19%	8,245	3.55%	
Insurance	861	0.04%	0	0.00%	861	0.00%	0	0.00%	0	0.00%	111	0.08%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	
Total Occupancy Expenses		203,150	9.64%	20,835	9.38%	182,314	9.38%	15,655	12.97%	11,955	10.56%	17,212	12.02%	12,502	9.13%	11,947	8.96%	18,743	9.94%	23,190	9.98%
Store Level EBITDA		108,944	5.17%	4,798	2.16%	104,146	2.16%	63	0.05%	(7,415)	(6.55%)	14,620	10.21%	5,203	3.80%	12,323	9.24%	(6,158)	(3.26%)	17,594	7.57%



	113 - Baltimore (White Marsh)		116 - Grand Prairie-Elite		128 - Moorestown (Mt Laurel)		135 - Alexandria		156 - Newark	
P10 2016	%		%		%		%		%	
Net Sales	183,793	100.00%	143,947	100.00%	168,616	100.00%	110,471	100.00%	209,110	100.00%
Cost of Goods Sold										
Food & Beverage	48,822	26.56%	25,065	17.41%	40,266	23.88%	39,209	35.49%	54,608	26.11%
Alcohol	11,047	29.41%	6,970	30.42%	8,121	28.86%	13,042	56.79%	8,922	24.20%
Total Cost of Goods Sold	59,869	32.57%	32,035	22.25%	48,388	28.70%	52,251	47.30%	63,531	30.38%
Labor										
Management	19,042	10.36%	13,521	9.39%	19,659	11.66%	13,833	12.52%	14,775	7.07%
Labor-FOH	14,176	7.71%	8,505	5.91%	8,909	5.28%	6,378	5.77%	10,125	4.84%
Labor-BOH	24,885	13.54%	20,609	14.32%	24,590	14.58%	16,353	14.80%	28,525	13.64%
Labor-OT	143	0.08%	0	0.00%	0	0.00%	33	0.03%	42	0.02%
Labor-Training	281	0.15%	227	0.16%	429	0.25%	295	0.27%	1,092	0.52%
Total Direct Labor	58,528	31.84%	42,862	29.78%	53,587	31.78%	36,892	33.39%	54,559	26.09%
Vacation Pay	75	0.04%	0	0.00%	0	0.00%	567	0.51%	795	0.38%
Bonuses	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Employee Benefits	773	0.42%	399	0.28%	399	0.24%	200	0.18%	574	0.27%
Workers Comp Expense	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Payroll Taxes	7,077	3.85%	5,696	3.96%	8,499	5.04%	4,255	3.85%	8,124	3.88%
Total Indirect Labor	7,925	4.31%	6,095	4.23%	8,898	5.28%	5,022	4.55%	9,492	4.54%
Total Labor	66,453	36.16%	48,957	34.01%	62,485	37.06%	41,913	37.94%	64,051	30.63%
Store Margin	57,471	31.27%	62,955	43.73%	57,744	34.25%	16,307	14.76%	81,528	38.99%
Controllable Expenses										
Supplies	8,270	4.50%	4,260	2.96%	5,708	3.39%	3,155	2.86%	9,098	4.35%
Repair & Maint	1,141	0.62%	1,828	1.27%	1,026	0.61%	(1,324)	(1.20%)	268	0.13%
Utilities	11,151	6.07%	11,489	7.98%	10,266	6.09%	8,064	7.30%	24,689	11.81%
Uniforms/Laundry	604	0.33%	437	0.30%	554	0.33%	289	0.26%	761	0.36%
Contract Services	1,347	0.73%	1,380	0.96%	1,460	0.87%	1,012	0.92%	580	0.28%
Card/GCard Fees	2,486	1.35%	2,002	1.39%	2,510	1.49%	1,957	1.77%	2,851	1.36%
Bank Charges	206	0.11%	206	0.14%	206	0.12%	206	0.19%	206	0.10%
Misc Expenses	135	0.07%	6	0.00%	70	0.04%	145	0.13%	127	0.06%
Cash (Over)/Short	3	0.00%	0	0.00%	16	0.01%	(1,766)	(1.60%)	(13)	(0.01%)
Total Controllable Expense	25,343	13.79%	21,607	15.01%	21,815	12.94%	11,736	10.62%	38,566	18.44%
Store Controllable Income	32,128	17.48%	41,348	28.72%	35,929	21.31%	4,570	4.14%	42,961	20.54%
Store Non-Controllable Exp										
Licenses & Fees	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Shared Expenses	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Fuel Surcharges	0	0.00%	(1)	(0.00%)	0	0.00%	0	0.00%	64	0.03%
State Business Taxes	0	0.00%	(1)	(0.00%)	0	0.00%	0	0.00%	770	0.37%
Total Non-Controllable Exp	0	0.00%	1,534	1.07%	0	0.00%	0	0.00%	770	0.37%
Advertising	3,930	2.14%	2,744	1.91%	3,289	1.95%	1,981	1.79%	3,659	1.75%
Occupancy Expenses										
Rent	11,963	6.51%	12,092	8.40%	14,146	8.39%	10,094	9.14%	(182)	(0.09%)
CAM Expense	4,687	2.55%	0	0.00%	1,639	0.97%	1,404	1.27%	714	0.34%
Property Taxes	2,954	1.61%	4,785	3.32%	2,544	1.51%	2,711	2.45%	811	0.39%
Insurance	749	0.41%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total Occupancy Expenses	20,353	11.07%	16,878	11.72%	18,329	10.87%	14,209	12.86%	1,343	0.64%
Store Level EBITDA	7,844	4.27%	20,192	14.03%	14,311	8.49%	(11,620)	(10.52%)	37,189	17.78%